

25 Major Targets to be achieved by 2012 or 2020



Investors

- 1^a Using **sustainability assessment tools validated** by the Group **(a)** for 100% of significant planned innovations or acquisitions, and carrying out the assessments jointly in cases of partnership projects.
- 2^a Using sustainability-assessment tools and environmental-impact indicators validated by the Group in making policy decisions and deciding budgets, for 100% of important investment plans.
- 3^a Having **projects economizing on natural resources** reaching at least 20% of the proposals competing for the Solvay Innovation Trophies.
- 4^a Developing our projects regarding eco-efficient products **(b)**, particularly those in fuel cells and in organic electronics.

Society

- 5^a **Reducing by 20% the share accounted for by road among transport** of our products in Europe (= achieving 50% for non-road transport).
- 6^a Reducing the overall energy intensity of our vehicle fleet by over 20%.
- 7^a **Reducing by 20% CO₂ emissions**, both direct and indirect (through energy purchases), associated with our manufacturing between 2006 and 2020.
- 8^a **Reducing by 20% our total energy consumption.**
- 9^a Establishing energy diagnosis audits at 80% of our manufacturing sites and all our administrative sites.
- 10^a Applying Solvay's **policy on the use of laboratory animals** throughout the Group and introducing ethical supervision of animal experiments by the Solvay Animal Care and Use Committee (SACUC).

Customers and Suppliers

- 11^a Applying audit and selection systems to 100% of providers of logistical services to the Group.
- 12^a Communicating product information of Ecoprofile-type **(c)** to customers on:
 - any existing major product;
 - any product with critical characteristics (in relation to sustainability);
 - any new product.

■ to be achieved by 2012 (baseline 2006)
■ to be achieved by 2020 (baseline 2006, assuming comparable activity perimeter)

Employees

- 13^a Establishing a discussion forum at each site, bringing together employees and management of all levels, to initiate and provide support to the Sustainable Development projects of the sites;
- 14^a Including Sustainable Development in the training of employees at all levels.
- 15^a Strengthening employee engagement to the company and the way it operates at its current high level (>= 75%) as measured by *Solvay People Surveys*.
- 16^a Introducing structured programs to protect the employees against risks at all sites, ensuring the programs extend to subcontractors.
- 17^a Applying the Health module of Solvay's Medexis information system **(d)** to 70% of the staff (not including the United States) with the aim to ensure a uniform prevention against health risks and a uniform medical monitoring throughout the Group.
- 18^a Applying the Group's preparedness plan for a human pandemic originating from avian influenza.

Local communities

- 19^a **Reducing by 20% the Global Air Emission Index.**
- 20^a **Reducing by 20% the Global Water Emission Index.**
- 21^a Extending the *Risk-Based Inspection* system for predictive examination of the physical integrity of installations to all the Group's major-risk sites.
- 22^a Obtaining OHSAS 18001 **(e)** or equivalent certification for safety management systems at 30 of our production sites, and ISO, EMAS or equivalent environmental certification for all relevant sites **(f)**.
- 23^a Making available by sites with potential significant environmental impacts, annual data on emissions and releases along the criteria of public databases of PRTR or TRI-type **(g)**, in accordance with the *Responsible Care® Global Charter*.
- 24^a Establishing projects at all sites that encourage employee participation in the life of the local community.
- 25^a Regularly conducting opinion surveys about our activities among the communities living in the vicinity of our large production sites.

(a) According to the Matrix 5x5, the Solvay Sustainability Screening (S3) tool and the Umberto lifecycle analysis tool from IFEU, Heidelberg.
(b) See Investors chapter, page 21.
(c) Ecoprofile: inventory of emissions and releases associated with raw materials and manufacturing.
(d) Information system on employees' medical and industrial hygiene data, currently under development.

(e) OHSAS 18001: Occupational Health and Safety Assessment Series 18001: standard compatible with ISO 9000 and ISO 14001.
(f) Including main pharmaceutical manufacturing sites, but excluding sites processing plastic materials to produce pipes and fittings (PipeLife).
(g) PRTR: Pollutant Release and Transfer Register; TRI: Toxic Release Inventory (US).

C Contents



Investors

- p.14 Reconciling development with sustainability: policies promoting continued creation of value
- p.15 **Personal statement: John Butt**, risk-capital investor, Conduit Ventures Limited
- p.16 Our key activities - Dialogue - Looking towards 2012 – Main challenges
- p.18 1. Becoming recognized as a reference standard for sustainability in investment
- p.19 2. Our position as a leading producer
- p.20 3. Innovative technologies with sustainable growth potential
- p.22 4. Control of critical risks and of associated financial effects
- p.24 5. Sustainability criteria in strategic decision-making
- Discussion:** Noël Tritz, Geographical expansion and outsourcing of European employment
- p.26 **CHANGE: Sustainable products with high added value**



Society

- p.28 Listening to society so as to understand the role we have to play
- p.29 **Personal statement: Philippe Lamberts**, Spokesperson for the European Green Party
- p.30 Our key activities - Dialogue - Looking towards 2012 – Progress in meeting 2004-2008 targets
- p.32 1. Products that meet fundamental needs and economize on resources
- p.33 2. Efficient transport of our products
- p.34 3. Energy efficiency and climate challenges
- p.36 4. Education, training and employability of young people
- p.37 5. Dissemination of scientific and technical knowledge
- p.38 6. Dialogue with governmental authorities, and assisting with regulatory reform
- Opinion:** The Group's position on some important issues



Customers and suppliers

- p.42 Partnerships taking account of the lifecycles of our products
- p.43 **Personal statement: Romain Ferrari**, Ferrari Textiles
- p.44 Our key activities - Dialogue - Looking towards 2012 - Progress in meeting 2004-2008 targets
- p.46 1. Developing our products in collaboration with our customers, so that they meet new sustainability requirements
- p.47 2. Product quality serving ecoefficiency through the way the products are used
- p.48 3. Products that are well documented and that comply with regulations
- p.50 4. Informing users and providing knowledge about the products, associated risks, and precautions to take in use
- p.51 5. Transport safety and the transport of hazardous products
- p.52 6. Recycling, and management of lifecycles
- Personal statement:** Recycling is no easy matter
- p.54 **CHANGE: Prizes for sustainable innovation**



Employees and subcontractors

- p.56 Respecting the staff and developing their skills
- p.57 **Personal statement: Gabriele Zielke**, employee of Solvay Deutschland
- p.58 Our key activities - Dialogue – Looking towards 2012 - Progress in meeting 2004-2008 targets
- p.60 1. Occupational hygiene and working conditions
- p.61 2. Personal safety on our production sites
- p.62 3. Health protection
- p.64 4. Practical implementation of Ethics and Values
- p.65 5. Fairness, diversity and non-discrimination
- p.66 6. Human Resources policy
- p.67 7. Management-worker relationships and the management of restructuring
- p.68 8. The staff's role in sustainable development: skills and a creative approach
- Discussion:** Léopold Demiddeleere, Innovation as a break with the past, and a taste for risk!
- p.70 **CHANGE: Initiatives benefiting society**



Neighboring communities

- p.72 Living in harmony with the local community and respecting its environment
- p.73 **Personal statement: Jucilene Aciole Silva**, a resident near the Santo Andre plant, Brazil
- p.74 Our key activities - Dialogue – Looking towards 2012 - Progress in meeting 2004-2008 targets
- p.76 1. Preventing accidents and preparing for emergency situations
- p.77 2. Health, safety and the environment: including the newly acquired plants in the arrangements
- p.78 3. Control over local environmental effects
- p.80 4. Systems for environmental management and compliance with regulations
- p.81 5. Management of contaminated soil and historic pollution
- p.82 6. Verifying and publishing data on emissions into the environment
- p.83 7. Dialogue with local residents, contributing to local life and prosperity
- p.84 **Some illustrations of our involvement in society at the local level**



GRI index (Global Reporting Initiative)



The Group's principal management tools

